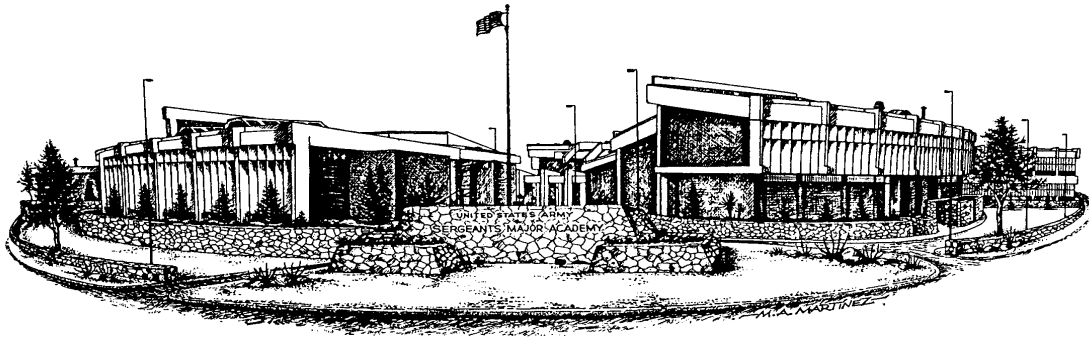


NONRESIDENT
SERGEANTS MAJOR COURSE
CLASS 29
INFORMATION PAMPHLET



U.S. ARMY SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS 79918-8002



THE UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

The United States Army Sergeants Major Academy (USASMA) provides a unique opportunity for selected noncommissioned officers to engage in studies which broaden their educational horizons. This ultimately prepares them for positions of greater responsibility throughout the defense establishment. This information pamphlet will assist you in understanding the nonresident course objectives. You should address questions pertaining to this pamphlet, or any additional information you may desire regarding the course, to the office of the Nonresident Sergeants Major Course (NRSMC), USASMA. We maintain all nonresident course materials and examinations. Send requests for information on the course to: Commandant, US Army Sergeants Major Academy, ATTN: ATSS-BAC, Bldg 11291, Biggs Field, Fort Bliss, Texas 79918-8002. If you have access to the Internet, locate us at (usasma.bliss.army.mil/nrc).

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BACKGROUND

The U.S. Army established the Noncommissioned Officer Education System (NCOES) in 1981. This system consists of four progressive levels of instruction (Primary, Basic, Advanced, and Senior). This system prepares noncommissioned officers to assume positions of increasing responsibility compatible with their career development and grade progression. USASMA represents the capstone of the NCOES and provides the pinnacle of formal military schooling for the career noncommissioned officer.

The USASMA, established 1 July 1972, began its academics in February 1973, with a curriculum designed to broaden the student's already acquired knowledge and skills. The first nonresident course class was held in August 1974.

The nonresident course requires from 1 to 2 years to complete and concludes with a resident phase each year. Department of the Army, National Guard Bureau, or Office of the Chief, Army Reserve Boards select attendees for both the resident and nonresident courses. Graduates of the resident and nonresident courses receive identical consideration in all personnel management actions.

COAT OF ARMS

Crest

The torch in dark blue, established as the national color in Army Regulations of 1821, has flames to indicate zeal. These, together with the book, signify conveyance of knowledge and instruction in techniques required for professional leadership. The sword and quill pen represents both the combat and administrative services of the Academy's students.



Shield

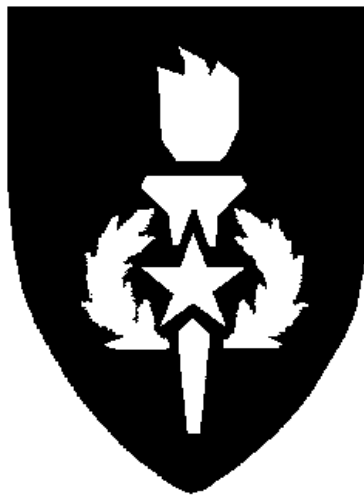
Army green and yellow and the embowed chevrons refer to the basic device of a noncommissioned officer's insignia of grade. Gold chain links refer to the role of the sergeant major as a link between the soldier and his commander. The star, which signifies command, also indicates the high qualifications required of senior noncommissioned officers for attendance at the Academy. The laurel wreath, signifying past meritorious performance required for selection, and the star and chevrons are all emblems of the highest insignia of grade for the noncommissioned officers.

Motto

"ULTIMA" (The Ultimate) is the motto of the US Army Sergeants Major Academy. The motto signifies that the Academy is the ultimate in noncommissioned officer education. The USASMA prepares senior noncommissioned officers for the ultimate in enlisted assignments throughout the defense establishment. CSM Arnold E. Orr, then Command Sergeant Major of the US Army Armor Center, Fort Knox, Kentucky, conceived this motto in July 1982.

SHOULDER SLEEVE INSIGNIA

Academy resident students, staff, and faculty wear a distinctive shoulder sleeve insignia. The insignia consists of a gold colored torch with scarlet flame imposed on a shield of Army Green. A gold 5-pointed star within an open gold laurel wreath surmounts the stem of the torch.



The shield is symbolic of confidence, boldness, and protection. The wreath and star simulate and suggest the insignia of grade associated with that of command sergeant major; the star is emblematic of guidance and the laurel wreath of achievement and merit. The torch symbolizes leadership, education, and training; while the flame alludes to zeal and action. The color Army Green alludes to the all-Army purpose of the Academy. The Army Green is also symbolic of faithfulness and obedience.

SECTION I

MISSION AND ORGANIZATION OF USASMA

Mission

To provide a program of study to prepare selected noncommissioned officers for positions of greater responsibility throughout the defense establishment. Develops, administers, and maintains both the nonresident course and resident phases of the Sergeants Major Course.

Organization

The Commandant is responsible to the Commander, US Army Training and Doctrine Command (TRADOC) for the fulfillment of the USASMA's missions. The USASMA Command Sergeant Major and other members of the staff and faculty provide advice and assistance to the Commandant.

The diagram below shows the organization of the staff and faculty. The staff includes the personnel of the USASMA who are primarily concerned with administration, security, support operations, and other associated responsibilities. The faculty, under the supervision of the Assistant Commandant, deals primarily with preparation and presentation of the USASMA educational programs. The Chief, Nonresident Course, administers the Nonresident Program.

COMMANDANT

COMMAND
SERGEANT
MAJOR

STUDENT
STAFF & FACULTY
BATTALION

HHC
HQ STAFF

<u>COMPANY A</u>	
RESIDENT	NONRESIDENT
STUDIES	STUDIES
SMC	SMC

<u>COMPANY B</u>	
1SG	BATTLE
COURSE	STAFF
	COURSE

SECTION II

CURRICULUM CONCEPT

Students selected for the USASMA Nonresident Sergeants Major Course are mature and successful professionals who have demonstrated potential for increased responsibility.

Each nonresident course class consists of senior noncommissioned officers in the rank of Master Sergeant, First Sergeant, Sergeant Major, Command Sergeant Major, and equivalent ranks from the Regular Army, Army Reserve, Army National Guard, sister services, and allied nations. The Nonresident Sergeants Major Course provides an intellectually broadening educational experience as well as a detailed study of contemporary leadership subjects. During the resident phase, the curriculum provides an opportunity for individual and group study of problems directly affecting today's senior noncommissioned officer. The intent of the total USASMA educational experience is to promote the humanistic professional qualities graduates need to carry out their expanded responsibilities.

A new Nonresident Sergeants Major Course begins 1 April of each year, requires from one to two years to complete, closely parallels the resident curriculum, and provides lessons with both self graded and faculty graded requirements. Emphasis is on improving student communication skills with written and oral practical exercises.

SECTION III

TRAINING

The USASMA, Sergeants Major Nonresident Course (SMNRC) curriculum includes instruction in four major fields of study:

MILITARY STUDIES (Module 1 and 2) is an overview of US defense policy and the organization for defense of the nation. Students will study, in detail, the Army division and its mission, organization, and command and staff procedures.

LEADERSHIP (Module 3) focuses attention on human behavior, individually and collectively. Students will examine contemporary problems facing the senior noncommissioned officer in dealing with people, individually and in groups. They will then determine the impact of these problems on the morale, discipline, and efficiency of soldiers.

NATIONAL SECURITY AFFAIRS (Module 4) familiarizes the student with the world scene, to include modern history and interrelationships of countries and their governments. Emphasis is on the role of the United States in national strategy, foreign policy and military strategy.

RESOURCE MANAGEMENT (Module 5) is a study of the fundamental principles of managing resources, e.g., people, material, systems, environment, and money. Students will also study management's treatment of current Army challenges.

TRAINING MANAGEMENT (Module 6) is a study of the fundamental principles of METL development and Training Planning, Execution, Assessment and Development. There is also a lesson on conducting a QTB.

The instructional method in the resident phase (Phase II) utilizes the small group process (10 to 16 students). This provides a close atmosphere for the exchange of ideas, thus allowing collective reasoning in the solving of requirements during practical exercises. This method minimizes traditional platform instruction. Group discussion and application of problem solving techniques will reinforce principles and concepts developed in the nonresident course phases. Additionally, we will teach some subjects which do not lend themselves to the nonresident course mode of instruction. The following pages in this section describe each module of the Nonresident Course Program curriculum.

CLASS 29

Phase I

Module 1 and Module 2

MILITARY STUDIES OVERVIEW

1. OBJECTIVE. The objective of these modules is to enable the student to apply the principles of staff procedures to a series of changing tactical situations.

2. SCOPE. These modules include:

a. An overview of the US defense policy and organization of Department of Defense and Reserve Components.

b. A study of the division and its elements, command and staff duties and responsibilities, overlay techniques, the law of war, Military history, and principles of combat.

c. An analysis of the division in defensive and offensive operations, including tactical organization, combat support, combat fire support, and fundamentals of combat.

d. Introduction to Operations(FM 3-0)and Force Projection doctrine.

e. Introduction to Operations Other Than War.

f. Instruction in the preparation and use of written documents such as orders, plans, and estimates. Also, an oral presentation program requiring each student to prepare and present a military history book report and a graduation speech. The presentation for each is 10 minutes + or - 2 minutes in length. You will present your presentation to a **CSM/SGM that has graduated the SMC for evaluation and critique**. You will also prepare an information briefing to be given during the resident phase of the course The purpose of this program is to improve the verbal communication skills of the student.

g. Two end-of-module examinations.

TOTAL LESSONS: 17

Module 1

Military Studies (Part I)

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE	JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
N501	Department of Defense	3	7 Apr 02	15 Apr 02	_____
N502	Reserve Components	5	14 Apr 02	30 Apr 02	_____
W500	The Division	4	21 Apr 02	30 Apr 02	_____
W501	Command and Staff	5	28 Apr 02	15 May 02	_____
W502	Overlay Techniques W/programmed text	7	7 May 02	30 May 02	_____
W503	The Law of War	7	14 May 02	15 Jun 02	_____
C500-C	Techniques of Military Briefings	8	Grad Speech due end of MOD 4 Info Brief given during Phase II		
L500	Intro to Military History and Battle Analysis	19	Book Report completed by end of MOD 2		
Module 1	Examination		31 May 02	31 Jul 02	_____

MANDATORY COMPLETION FOR MODULE ONE IS 31 July 02.

Module 2

Military Studies (Part II)

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE		JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
W504	Combat Support	3	7	Jun 02	15 Aug 02	_____
W505	Combat Fire Support	7	7	Jun 02	15 Aug 02	_____
W506	The Military Decision- Making Process	5	14	Jun 02	31 Aug 02	_____
W507	Plans, Orders & Annexes	4	14	Jun 02	31 Aug 02	_____
W508	The Environment Of Operations	7	21	Jun 02	15 Sep 02	_____
W509	Foundation of Full Spectrum Operations	7	28	Jun 02	30 Sep 02	_____
W510	Conducting Decisive Full Spectrum	7	7	Jul 02	15 Oct 02	_____
W511	Enabling Operations	7	14	Jul 02	31 Oct 02	_____
W512	NBC OPERATIONS	3	21	Jul 02	15 Nov 02	_____
L500	Military History Book report (assigned in MOD 1)		21	Jul 02	15 Nov 02	_____
Module 2	Examination		31	Jul 02	30 Nov 02	_____

MANDATORY COMPLETION FOR MODULE 2 IS 30 Nov 02.

Module 3

LEADERSHIP OVERVIEW

1. OBJECTIVE. The objective of this module is to enable the senior noncommissioned officer to employ leadership principles, motivate subordinates, apply proper counseling techniques, and communicate effectively.

2. SCOPE. This phase includes:

a. A study of the principles and styles of leadership reinforced with the study of performance, personal counseling, stress, and equal opportunity/sexual harassment.

b. A study of the Army Suicide prevention program.

c. A study of the Army Safety program.

d. An introduction to the Duties, Responsibilities, and Authorities of noncommissioned and commissioned officers.

e. A module examination is taken upon completion of all module 3 lessons.

TOTAL LESSONS: 8

Module 3

Leadership

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE	JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
L510	Organizational Leadership	4	7 Aug 02	15 Dec 02	_____
L511	Personal and Performance Counseling	8	7 AUG 02	15 Dec 02	_____
L512	Suicide Prevention	2	14 AUG 02	31 Dec 02	_____
L513	Duties, Responsibilities and Authority of NCOs	5	21 AUG 02	15 Jan 03	_____
L514	Combat Stress	3	31 Aug 02	31 Jan 03	_____
L516	Perceptions & Communications	7	7 Sep 02	15 Feb 03	_____
L523	Equal Opportunity	8	14 Sep 02	28 Feb 03	_____
L524	The Army Safety Program	3	21 Sep 02	15 Mar 03	_____
Module 3	Examination		30 Sep 02	31 Mar 03	_____

MANDATORY COMPLETION DATE FOR MODULE 3 IS 31 Mar 03.

Module 4

NATIONAL SECURITY AFFAIRS OVERVIEW

1. OBJECTIVE: The objective of this module is to enable the senior noncommissioned officer to explain world affairs and international relations relating to United States military involvement overseas.

2. SCOPE: This module includes:

a. A study of national ideologies, national purpose, national interests/conflicts, domestic factors, and threat elements of national power.

b. An investigation into US military and international strategy and domestic factors and their effect on foreign policy and global US commitments.

c. Eleven lessons and one research essay (completed and brought to phase II).

d. An end-of-module examination.

TOTAL LESSONS: 11

Module 4

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE	JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
N503	Introduction to National Security Affairs	20	7 Oct 02	7 Apr 03	_____
N504	National Purpose	8	7 Oct 02	14 Apr 03	_____
N505	Comparative Ideologies	8	14 Oct 02	21 Apr 03	_____
N506	National Interest and Conflicts of National Interest	7	14 Oct 02	30 Apr 03	_____
N507	National Power	3	28 Oct 02	7 May 03	_____
N508	Threat to Nation-States	2	28 Oct 02	14 May 03	_____
N509	US Domestic Factors	2	7 Nov 02	21 May 03	_____
N510	US Commitments	2	7 Nov 02	31 May 03	_____
N511	US Military Strategy	7	14 Nov 02	7 Jun 03	_____
N512	US International Strategy & Foreign Policy	7	14 Nov 02	14 Jun 03	_____
N513	NSA Briefing Requirements	18	14 Nov 02	21 Jun 03	_____
C500-C	Effective Speaking (Graduation Speech-not on exam)		28 Nov 02	30 Jun 03	_____
Module 4	Examination		30 Nov 02	31 Jul 03	_____

MANDATORY COMPLETION DATE FOR MODULE FOUR IS 31 Jul 03.

Module 5

RESOURCE MANAGEMENT OVERVIEW

1. OBJECTIVE: The objective of this module is to enable the senior noncommissioned officer to become more effective and knowledgeable in the fields of administration, personnel, supply, maintenance, and field services.

2. SCOPE: This module includes:

- a. A study of Force Integration.
- b. An overview of supply management with emphasis on user level supply problems.
- c. A study of Army unit maintenance and maintenance procedures requiring identification of corrective action to take on specific problems depicted, should such problems exist.
- d. An introduction to the Army Field Feeding System and resolving problems according to regulations.
- e. A study of causes and solutions to work place violence.
- f. A study of combat service support.
- g. An overview of environmental considerations in the army.
- h. A study of the systems approach to organizational management.
- i. End-of-module examination.

TOTAL LESSONS: 9

PHASE 5

Resource Management

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE	JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
L520	Systems approach to Organizational Assessment	7	7 Dec 02	15 Aug 03	_____
L521	Workplace Violence	5	7 Dec 02	15 Aug 03	_____
R500	Environmental Considerations in the military	5	14 Dec 02	31 Aug 03	_____
R501	Force Integration	8	14 Dec 02	31 Aug 03	_____
R502	Installation Management	8	21 Dec 02	15 Sep 03	_____
R503	The Army Field Feeding System	5	21 Dec 02	30 Sep 03	_____
R504	Combat Service Support	5	28 Dec 02	30 Sep 03	_____
R505	Supply Management	7	7 Jan 03	15 Oct 03	_____
R506	Maintenance Management	3	14 Jan 03	31 Oct 03	_____
Module 5	Examination		31 Jan 03	30 Nov 03	_____

MANDATORY COMPLETION DATE FOR MODULE FIVE IS 30 Nov 03.

Module 6

TRAINING MANAGEMENT OVERVIEW

1. OBJECTIVE: The objective of this modules is to enable the senior noncommissioned officer to become more effective in planning, developing, assessing and executing training. Additionally, this module contains a lesson on th3e Army Writing Style.

2. SCOPE: This module includes:

- a. METL development.
- b. Planning process.
- c. A study on the execution and assessment of training.
- d. A study on leadership development.
- e. How to conduct a Quarterly Training Brief (QTB).
- f. A study of the Army Writing Style with practical exercises (PE 18 to be brought to Phase II).
- g. An end-of-module examination.

TOTAL LESSONS: 6

Module 6

Training Management

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2003 COMPLETION SCHEDULE	JUN 2004 COMPLETION SCHEDULE	DATE COMPLETED
C501	Army Writing Program	25	28 Feb 03	15 Dec 03	_____
C501 .	Army Writing Program/Completed & Brought to Phase II Practical Exercise Book & Solution Reference Book				
T501	METAL Development	4.5	28 Feb 03	15 Dec 03	_____
T503	Training Planning Process	2	28 Feb 03	31 Dec 03	_____
T505	Training Execution And Assessment	3	28 Feb 03	15 Jan 04	_____
T506	Leader Development Program	2.5	28 Feb 03	15 Jan 04	_____
T507	Quarterly Training Brief	3	28 Feb 03	31 Jan 04	_____
Module 6	Examination		28 Feb 03	28 Feb 04	_____

MANDATORY COMPLETION DATE FOR Module 6 IS 28 Feb 04.

OPTIONAL ONE YEAR GRADUATION IS JUNE 2003.

MANDATORY TWO YEAR GRADUATION IS JUNE 2004.

PHASE II OVERVIEW (RESIDENT)

1. OBJECTIVE. The objective of this phase is to enable the student to apply principles and knowledge gained in Phase I and to reinforce earlier learning while expanding knowledge of current subjects.

2. SCOPE. This phase includes:

- a. Instruction in small group organization and processes.
- b. A study of human values and ethics.
- c. A study of human motivation.
- d. An introduction to stress management.
- e. A hands on continuation of the Army Writing Program, requiring a demonstration of proficiency.
- f. A oral country briefing based on the National Security Affairs Analysis Model studied during PHASE I and an Information briefing assigned in Module 1.

3. The Phase II is at the United States Army Sergeants Major Academy located at Fort Bliss, Texas. Instruction is through the small group process. Selected guest speakers will present information on current and relevant subjects.

4. Each student participating in the Nonresident Course Program will have two opportunities for attending the Phase II at Fort Bliss (1 year finish-June 2003/2 year finish-June 2004). USASMA conducts the Phase II in June of each year. To attend Phase II, a student must complete all nonresident modules per the course completion schedule. The completion date provides the USASMA time to nominate students for attendance at the resident phase and for administrative processing at Department of the Army. Each component i.e., PERSCOM (Active Army); NGB (National Guard); and ARPERCEN (Army Reserve)/PERSCOM-USAR funds the cost of attending the resident phase. Once students receive notification of their scheduled attendance at this phase, the USASMA sends a resident phase packet.

PHASE II

LESSON	TITLE
N530	Army Global Forecast
N500	NSA Certification
C502	Army Writing Program
L501	Group Dynamics
L502	Stages of Group development
L503	Small Group Process
L504	Adult Learning
L505	Values and Ethics in Military Leadership
L506	Human Motivation
L508	Military Justice
L509	Stress Management
L515	Effective Listening
L519	Leadership Styles
L533	Leadership In-Box exercise
W530	Combating terrorism
C500-R	Techniques of Military Briefings (Info brief)

* You must hand carry the two C501 Army Writing Program books (Reference Book & Practical Exercise and Solution Book) to the Phase II. The USASMA will check the Practical Exercise and Solution Book for completeness (turned in first day of class). You must give PE 18 to your FA on the first day of class. Do not give PE 18 to the NRC Class Facilitators. You must also arrive with your information briefing and NSA completed. There will be some time to adjust your briefings.

SECTION IV

STUDENT SERVICES

CLASS FACILITATOR

The class facilitators (CF) are the equivalent of the resident course Faculty Advisors (FA). The class facilitators are the point of contact for all students in a specific class. They are responsible for answering questions concerning course content, student progress, and for counseling the students concerning course related matters. The class facilitators screen all graded assignments to ensure that students receive grades according to published standards. They also approve short-term extensions of module completion deadlines. Contact numbers are available at the NRC web site

RECORDS

The Nonresident Sergeants Major Course office maintains academic records. Each record contains administrative information concerning the student's status in the course. It is important that each student keep the USASMA informed of any change in status. If the student is promoted or has a change in duty or mailing address, they must notify USASMA, in writing, as soon as possible to ensure that the USASMA sends course material to the correct address.

PROCEDURES

All students will use the NRC web site to obtain course material. The faculty-graded exercises will be done on-line. End-of-module exams will be pre-positioned with the Test Control Officer that administers the exams to each student. Students must maintain contact, telephonically or by email, with their Class Facilitator **at least** once a month.

STUDY REQUIREMENTS

Arranging study time is each student's responsibility. The amount of study time varies for each student; depending on their reading and comprehension skills, their familiarity with the subject, and their overall study habits. Throughout the course, students must take several examinations administered by disinterested test control personnel. Students may not use any lesson material while taking the examinations. Each examination contains questions from each lesson in the module. The USASMA formulates the questions

based on the Enabling Learning Objectives (ELOs) found at the beginning of each lesson. In addition to management of time to ensure prompt completion of lessons, students must set aside time to continuously review each lesson's ELOs prior to taking the end-of-module examination. The average study time per week is six to eight hours for a nonresident course student to complete the course in two years. Students desiring to complete the course in one year must increase their study time.

Before beginning the course, each student should read the "Guide to Studying and Passing Exams" located at Annex B. The guide contains very useful information to help the student improve study habits and help them prepare for the module examinations.

LESSON COMPLETION SCHEDULES

Lesson completion schedules provided in Section III assist each student in maintaining progress throughout the course. By completing each lesson no later than the date shown on the schedule, students can distribute their efforts evenly throughout the duration of the course and meet mandatory module completion dates. The schedule provides dates for completing the course in either one year at an accelerated pace, or two years which is the maximum the allowed for completion of the course.

MODULAR APPROACH

Your class facilitator will ask you to start work using the modular approach. The modular approach saves valuable time and energy, and keeps you ahead of schedule. Six modules make up the nonresident portion of the course. The number of lessons in each module varies. The TSPs contain the TLOs/ELOs for each lesson. Each lesson has a self-graded exercise. Upon completion of the lesson, students will take/submit the faculty-graded exercise on-line. After completing a module, Spend a week preparing for the end-of-module examination (know the ELOs), keeping the information fresh in your mind. Reminder: Examination failures slow you down.

PHASE I

Module and LESSON BREAKDOWN

MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	MODULE 6
8*	9	8	11**	9	6
EXAM	EXAM	EXAM	EXAM	EXAM	EXAM

*Information Briefing, Graduation Speech and Book report assigned in MOD 1

**NSA brief and Essay assigned in MOD 4 brought to Phase II (Resident Phase) along with info brief